

I 次の英文を読み、(1)～(10)の設問について最も適切なものを選択肢1～4から選び、その番号を解答用紙A(マークシート)の解答欄(1)～(10)にマークしなさい。

The Founding Fathers, who wrote the U.S. Constitution in 1787, could have created any political system they wanted. They could have appointed George Washington king, established an aristocracy, divided America's rich land, and made themselves lords. However, they were determined to create a democracy. The idea of such a system existed—in the narrow model provided by the ancient Greeks, and in the writings of Hume, Locke, Rousseau, and other political philosophers—but the reality did not. No country had ever attempted democracy on this scale, over such a large territory, where so many people would rule themselves. James Madison, Alexander Hamilton, and John Jay tried to anticipate all the challenges the new nation would face: state versus federal power; how to prevent the tyranny of the majority; the danger of destructive factions. They knew that such a country would be chaotic, unmanageable, and prone to conflict. And yet they persisted, believing a better, freer world was possible.

Of course, from another perspective—shared by millions—the dream was a nightmare. America was created to serve white men with property—the only people who could have power in politics. The founders themselves were slave owners and did not believe that slaves deserved rights and freedoms. In fact, they did not even consider the enslaved to be full human beings. They did not believe that white workers with no land could ⁽⁶⁾hold public office either. Moreover, they did not believe women had any say in these matters. They were broad-minded, but only by the standards of their era. Even if they had been visionary enough to embrace the idea that all men and women were created equal, it would have been impossible for them to anticipate the many changes America would face.

America at present faces a monumental challenge: to create a truly multiethnic democracy, one that can survive and thrive as global migration continues to shape the country's ethnic and gender identity. The world has changed dramatically since the late 1700s. Democracy is just for white men who own farms. It now includes women; rural, urban, and suburban families; people who were born here and people who risked their lives to come here; individuals of all ethnic groups. We need them all. Countries that try to stop immigration will slowly die because their populations will dwindle. Our democracy will have to protect the rights of small groups while also building a unifying national identity. We will need to show the world that a transition to multiethnic democracy can be done peacefully and with no decline in prosperity.

The United States will be the first Western democracy where white citizens lose their majority status. This is projected to happen in 2045, and other countries will follow. Around 2050, white citizens will become a minority in Canada and New Zealand. The shift will likely happen in the United Kingdom in 2066, and in all English-speaking countries by 2100. Far-right parties in all of these countries have issued ominous warnings about the end of white dominance, seeking to fan hatred by emphasizing the great cost—economic, social, moral—of such transformation.

Yet that is a myth, the latest in a long line of illusions created by people who see power as ⁽⁸⁾a zero-sum proposition. Many American cities have already proven it wrong. In Birmingham and Memphis—and other cities that have transitioned from a white to a black majority—black mayors have been elected and won the support of white voters. Whites who had worried that black leadership would lead to black revenge and white economic decline realized that their fear had been

unnecessary. Their lives continued much as before, while the lives of black residents improved. People learned that having a multiethnic party in power was not a menace to their well-being. A rise of black power did not mean an equivalent loss of white power. A new peaceful equilibrium was reached.

California is another successful example. Since becoming minority-white in 1998, the state has seen its economy grow by 200 percent. Unemployment has dropped by almost 3 percent. GDP per person in the state has increased by 52.5 percent. Yet this transition initially met fierce resistance. In 1994, the state passed a referendum called Proposition 187, prohibiting illegal Latin-American immigrants from receiving public services like healthcare and education. The referendum made the state the first in the modern era to approve major legislation aimed at deterring immigration and punishing those without legal immigration documents.

(2), all of that began to change when the former minorities outnumbered white people in California. As they amassed enough support to wield political power, the state began to embrace its diversity, enacting policies that benefited not just white citizens but also citizens from different ethnic backgrounds. Large-scale increases in education spending and major reductions in prison populations followed, improving the welfare and well-being of all residents. In less than three decades, the state shed its reputation for anti-immigrant activism to become a forward-thinking model for policies on immigration and inclusion. California still has many challenges. It has a quarter of the nation's homeless residents and ranks fourth highest in terms of income inequality. It is (3) a utopia. Still, the state's journey from racial fear to broad racial acceptance shows what is possible.

[Adapted from a book by Barbara F. Walter]

(i) In the context of this passage, choose the most suitable expression to fill in each blank.

(1) The answer is: (1).

1 better designed 2 no longer 3 not caring 4 still reserved

(2) The answer is: (2).

1 Furthermore 2 Nevertheless 3 Opposingly 4 Therefore

(3) The answer is: (3).

1 anything but 2 before everything 3 more or less 4 nothing short of

(ii) In the context of this passage, choose the best answer for each question.

(4) The Founding Fathers considered the future democracy unstable because (4).

- 1 people suspected that the concept of democracy was an exaggerated fiction
- 2 representative government does not always make ideal decisions
- 3 they themselves were slave owners and undermined the ideal of social equality
- 4 they would have faced public challenges if they had made an aristocracy

- (5) The model provided by Greek and European political philosophers was not always sufficient for the newly founded America because .
- 1 a democracy developed to such an extent in a populous land was unheard-of
 - 2 it was impractical to debate those political issues in a time of national emergency
 - 3 nationalism caused the leaders to avoid established European political theories
 - 4 the United States was the first place in the world where democracy was discussed
- (6) The phrase ⁽⁶⁾hold public office means to .
- 1 assume a position of authority, especially in government
 - 2 establish a financial center of large business enterprises
 - 3 obtain an executive position, especially at a major corporation
 - 4 open a legal or medical practice to serve the community
- (7) According to the passage, what is one of the biggest difficulties that the United States is currently facing? The answer is: .
- 1 It must attend to income inequality and homeless citizens
 - 2 It must cope with the dramatic changes in the composition of the population
 - 3 It must guarantee voting rights for women and ethnic minorities
 - 4 It must stop further decline in the population to stabilize the economy
- (8) People who see power as ⁽⁸⁾a zero-sum proposition think that .
- 1 power is worthless because nothing is certain in this world
 - 2 racial distinctions will vanish when a society matures
 - 3 whatever is gained by one side is lost by the other
 - 4 winner-take-all is a universal truth in all countries
- (9) Which of the following does the passage imply? The answer is: .
- 1 In English-speaking countries, far-right parties tend to be hostile toward multiethnic democracy
 - 2 It will cost the government greatly to change people's attitudes and initiate economic, social, and moral reforms
 - 3 The U.S. is leading Canada and New Zealand in preventing population diversification
 - 4 The U.S. is preparing a major multiethnic project to be implemented nationwide in a few decades
- (10) All of the following statements are consistent with the author's observation about California **EXCEPT**: .
- 1 Proposition 187 contributed to promoting the state's economy and welfare
 - 2 Social conditions improved under minority-turned-majority political leadership
 - 3 The referendum in the mid-1990s ran counter to the ideas of inclusiveness
 - 4 White residents reacted aggressively to the prospect of losing their majority status

II 次の英文を読み、(11)～(20)の設問について最も適切なものを選択肢1～4から選び、その番号を解答用紙A(マークシート)の解答欄 ～ にマークしなさい。

Food loss and waste is a worldwide problem — one that has been worsened by COVID-19. The restrictions in movement and quarantine regulations caused by the COVID-19 pandemic have increased the levels of food loss and waste globally.

In “The State of Food and Agriculture 2019,” the Food and Agriculture Organization of the United Nations (FAO) defined food loss as the decrease in the quantity or quality of food resulting from decisions and actions by food suppliers in the food chain, excluding retailers, food service providers, and consumers. Food loss is typically driven by infrastructure limitations, climate, and environmental factors, as well as quality, aesthetic, or safety standards. Food loss most often occurs at the production, post-harvest, and processing stages of the food chain.

Food waste, , occurs at the end of the food chain. Food waste is food which was originally produced for human consumption but then was discarded or was not consumed by humans. This includes food that was spoiled prior to disposal and food that was still edible when thrown away. Food waste typically occurs at the retail and consumer level and is driven by decisions made by consumers and businesses who prioritize quality, aesthetics, and safety standards.

As the pandemic continues to put people's food security and nutrition at risk in many countries and hurt the livelihoods of small producers, we are called to re-evaluate our food systems: the way our food is produced, distributed, and consumed. One thing is clear. In this time of crisis, there is no for food loss and waste. Fortunately, new and innovative technology is being developed every day to improve these systems above, ⁽¹⁵⁾transforming them for the better. Here are just a few examples.

Smartphones are increasingly widespread, and apps are a simple and easy way to reach much of the global population. During the pandemic, the popularity of apps to solve food loss and waste has increased. Several countries also began to develop apps to facilitate the logistics, transport, and e-commerce of perishable foods. Too Good to Go is one app that gives shops and restaurants in many cities a platform to sell their food at reduced prices at the end of the day.

The FAO has worked on a number of innovative technologies to increase the efficiency of post-harvest handling and food processing. One of these new solutions harnesses 3D printing technology. The FAO offers online, open-source 3D designs of innovative equipment (equipment that the Organization itself uses in country projects) for download and use. One of the FAO's most popular downloads is a multipurpose wooden crate for the transport, handling, storage, and retail display of produce, reducing the need for produce to be transferred from one box to another. The innovative design uses basic wooden materials, but as a result much less food is damaged during transport. This design has had 13,000 downloads in under two years and is used widely in Sudan and Thailand.

Being innovative is not all about new technology — it can also mean using simple techniques in a new way. Many FAO projects reduce food loss at the harvesting stage just by challenging traditional techniques and introducing new methods of utilizing pre-existing tools. For instance, in many Asian countries, a large proportion of produce is lost during transport. One FAO project in

(ii) In the context of this passage, choose the best answer for each question.

- (15) Which one of the following is synonymous with ⁽¹⁵⁾transforming them for the better? The answer is: .
- 1 Accelerating technological innovations to deter food production
 - 2 Improving food systems to reduce lost and wasted produce
 - 3 Replacing traditional retailers with new apps for faster food distribution
 - 4 Solving the food shortages in underdeveloped countries and regions
- (16) Of the following, the greatest cause of food loss is .
- 1 climate change that might occur in coming generations
 - 2 consumers' tendency to pursue fresh food that is available at stores
 - 3 infrastructure limitations in harvest handling and food processing
 - 4 pandemics that accelerate food shortages in underdeveloped regions
- (17) Which of the following best illustrates the concept of food loss? The answer is: .
- 1 Discarding products that became deformed during transport from farms
 - 2 Not consuming all the food stored in the refrigerator and freezer
 - 3 Selling high quality, irregularly shaped food at discount prices
 - 4 Throwing away a still edible product as the expiration date nears
- (18) Which one of the following is true of the innovative technology that helps improve food systems? The answer is: .
- 1 Conventional techniques can be employed with new methods to protect produce
 - 2 Innovative technologies are based on novel designs and materials that protect food
 - 3 Intricate and hierarchical strategies are indispensable for innovative technology
 - 4 New technologies, such as apps, are used by farmers exclusively to prevent food loss
- (19) Which of the following would **NOT** contribute to solving the problems facing today's food systems as outlined in the passage? The answer is: .
- 1 Building efficient infrastructure to better protect pre-harvest and post-harvest produce
 - 2 Changing the minds of consumers so that they do not prioritize appearance
 - 3 Inventing technologies that control the climate and thereby eliminate food shortages
 - 4 Using pre-existing tools, along with innovative technologies, to reduce loss and waste
- (20) The author's opinion of food loss and waste is best summarized by which one of the following? The answer is: .
- 1 A global pandemic caused reduced access to food and increased chronic hunger
 - 2 Consumers and business owners are equally responsible for food waste
 - 3 Greater respect should be paid to food, alongside efforts to reduce loss and waste
 - 4 With innovative technologies, food shortages will not be an issue any longer

Ⅲ 次の英文を読み、(21) ～ (30) の設問について最も適切なものを選択肢 1 ～ 4 から選び、その番号を解答用紙 A (マークシート) の解答欄 (21) ～ (30) にマークしなさい。

According to Robert Reich, Professor of Public Policy at University of California Berkeley and former U.S. Secretary of Labor, the truth about inflation is being covered up with countless myths. The following is a summary of his opinions from 2022.

First, inflation is not being driven by wage increases. Although wages have been rising, they have been rising more slowly than prices. Hourly wages grew by 5 percent in the past year — but prices rose by 8.6 percent. This means, when you adjust for inflation, workers essentially got a 3.6 percent pay cut over the previous year. Second, corporate profits are one of the main drivers of inflation. Corporations are raising prices above what is needed to cover their higher costs. These price (21) have soared in number. Corporations are getting away with this theft because they face little to no competition. Furthermore, they are using the distraction of inflation as a cover. In 2021, corporations raked in their highest profits in 70 years. One recent study found that over half the increase in prices we have been experiencing can be attributed to fatter corporate profits. Third, government assistance to people during the pandemic did not overheat the economy. Most families — who have not had a real wage increase in years — used the aid to pay down debt or save for the future. The assistance was barely enough to keep working families afloat.

Higher prices are not being driven by wage increases. They were not driven by federal aid to people during the pandemic. Inflation is being driven in large part by record corporate profits. Corporations could easily absorb higher costs, but instead they are passing them on to consumers and even raising prices higher than those cost increases.

This leads to the question of why corporations are getting away with this — the issue mentioned above of facing little or no competition. If markets were competitive, companies would keep their prices down to prevent competitors from stealing customers. However, in a market with only a few competitors that are able to coordinate prices, consumers have no real choice.

So what are corporations doing with their record profits? Using them to boost share prices by buying back a record amount of their own shares of stock or saving the excess funds. For instance, Goldman Sachs expects buybacks to reach \$1 trillion in 2022 — an all-time high. This amounts to a direct upward transfer of wealth from average working people's wallets into CEOs' and shareholders' pockets. Similarly, billionaires have become at least \$1.7 trillion richer during the pandemic, (22) CEO pay (based largely on stock values) is now at a record 350 times the typical worker's pay.

America's central bank, the Federal Reserve (FRB), wants to curb inflation by continuing to raise interest rates. That would be a grave mistake, because it does not address corporate concentration of wealth and it will slow job and wage growth. The labor market is not "unhealthily tight" with only a few workers supposedly available to fill each open job, as the current FRB Chair claims. Corporations are unhealthily fat. So what's the real solution?

One plan is tougher (23) enforcement to address the growing concentration of the economy into the hands of a few giant corporations. Since the 1980s, over two-thirds of American industries have become more concentrated, enabling corporations to coordinate price increases. Another approach is a temporary *windfall profits tax that takes corporations' record profits and redistributes them as direct payments to everyday Americans struggling to cover soaring prices.

Britain's Conservative government enacted a 25 percent windfall profits tax on oil and gas giants. The revenue from that tax will go to lower-income households to help them weather the energy crisis. If Britain's Conservatives can do this, so can the U.S. A further method would be a ban on corporate stock buybacks. Buybacks were illegal before U.S. President Ronald Reagan legalized them in 1982 — and they should be made illegal again. Additionally, we could implement higher taxes on the wealthy and on corporations. Corporate tax rates are at near-record lows, even as corporate profits are at near-record highs. Worse yet, much of billionaires' pandemic gains have escaped taxes altogether. Finally, stronger unions are needed. As corporate power has grown, union membership has declined, and economic inequality has risen — the reason most workers have not seen a real raise in 40 years. All workers deserve the right to collectively bargain for higher wages and better benefits.

In short, the real problem is not inflation. The real problem is the increase in corporate power and the decline in worker power over the past 40 years. Unless we address this growing imbalance, corporations will continue transferring the economy's gains into their CEOs' and shareholders' pockets — whereas everyday Americans suffer.

[Adapted from an article posted on *robertreich.org*]

注) * windfall profits tax: a tax on an unusually high profit that is sudden and unexpected

(i) In the context of this passage, choose the most suitable expression to fill in each blank.

(21) The answer is: .

1 hikes 2 pushes 3 sits 4 stays

(22) The answer is: .

1 lest 2 otherwise 3 unless 4 while

(23) The answer is: .

1 anti-company 2 anti-expression 3 anti-monopoly 4 anti-union

(ii) In the context of this passage, choose the best answer for each question.

(24) According to Reich, how are inflation and wages related? The answer is: .

- 1 Rising inflation causes the actual wages of workers to fall
- 2 Rising wages and growing inflation are not necessarily linked
- 3 When inflation increases, the growth of the wages of workers should slow
- 4 When wages rise, inflation also rises at the same rate

(25) Why does Reich blame corporations for rising inflation? The answer is: .

- 1 Companies do not need to raise prices as much as they have
- 2 Covering the growing costs of inflation has been difficult for companies
- 3 Inflation has increased at its highest rate in 70 years
- 4 Intense corporate competition has grown in this inflationary environment

- (26) Which of the following can we infer about Reich's view of the role of government aid in contributing to an inflationary environment? The answer is: .
- 1 Government aid to working families met their basic needs, but did not meaningfully affect inflation
 - 2 Government assistance to working families raised inflation because families saved the money or paid down their debt
 - 3 The government did not give enough aid to working families, and should have provided more even though it caused inflation
 - 4 The government provided too much assistance to working families, leading prices to go up
- (27) Based on the article, which of the following have corporations **NOT** done with the profits they have made? The answer is: .
- 1 Corporations have bought back many shares of their stock
 - 2 Corporations increased share owner profits at the expense of their workers
 - 3 Corporations raised the pay of their top leaders significantly
 - 4 Corporations used the profits to better fight off their competitors
- (28) The FRB policy is a mistake because higher interest rates .
- 1 have further tightened the labor market, damaging the economy
 - 2 have historically curbed inflation, but they may not today
 - 3 will not solve underlying problems, since they will hurt corporations
 - 4 will slow improvements in salaries and hiring, hurting working families
- (29) Which of the following does Reich **NOT** list as a solution to the inflation problem facing America? The answer is: .
- 1 Imitate the British government and permanently tax record corporate profits to pay off government debt
 - 2 Prevent companies from buying back record amounts of their own shares of stock
 - 3 Strengthen unions to reduce societal inequality and the ability for corporations to profit excessively
 - 4 Tax both corporations and the extremely wealthy at a higher rate so they pay their fair share
- (30) What title best captures the main idea of the passage? The answer is: .
- 1 Corporate Greed and the Massive Damage to the U.S. Economy
 - 2 Government Policy Failures and Their Ties to Inflation
 - 3 Myths, Realities, and Solutions Regarding the Causes of Inflation
 - 4 Reasons Corporations Profited During the COVID Pandemic

IV 次の英文 (31) ~ (37) の空所に入る最も適切なものを選択肢 1 ~ 4 から選び、その番号を解答用紙 A (マークシート) の解答欄 (31) ~ (37) にマークしなさい。

- (31) Due to the heavy storm, the power went out. _____ had the blackout ended than the city lighting returned.
1 As far as 2 No sooner 3 Not until 4 Right after
- (32) _____ had I left the office, _____ the sun broke out from behind the clouds.
1 Before ... had 2 Hardly ... when 3 Just ... about 4 Not ... after
- (33) She _____ the medal three times in a row at the Olympics if she wins next time. It is too bad that she will retire after those Games.
1 will have won 2 will win 3 wins 4 would have won
- (34) _____ how strongly Pat protested his dismissal, his deportation was finalized.
1 According to 2 In terms of 3 No matter 4 Referring to
- (35) I am often struck by how a social norm impacts medical culture and _____ such a part in the way patients are treated and symptoms are investigated.
1 focuses 2 moves 3 plays 4 runs
- (36) Yukiko had long aimed to write a book. When she finally _____ her dream, she was doubly thrilled to find that her work was a best-seller.
1 fulfilled 2 managed 3 met 4 succeeded
- (37) Opportunity gaps in schools _____ other societal gaps, such as income gaps. It is impossible to discuss this kind of divide in educational opportunity without examining these other societal inequalities.
1 await 2 channel 3 monitor 4 parallel

V 次の英文の空所 (38) ~ (43) に入る最も適切なものを選択肢 1 ~ 4 から選び、その番号を
解答用紙 A (マークシート) の解答欄 ~ にマークしなさい。

One current controversy is the question of whether and how we should teach children about frictions between ethnic groups, as well as other negative dimensions of a nation's history. Politicians, parents, and other influential (38) have strong and divided views about this issue. One side assumes that teaching a more critical version of history would be beneficial to our children and thus they argue for adding more lessons criticizing past events to the (39); the other side assumes that such lessons would be harmful and therefore they argue that critical content should be banned from the classroom.

This, though, raises a number of (40). What actually happens when we teach students negative perspectives on history? Or, put another way, what happens when children learn about past cases of ethnic tensions?

Social scientists have studied this matter for years and found that, overall, there is much to be gained from schools teaching students about more challenging (41) of history. In a recent review of previous studies on this topic, a psychologist notes that teaching children about ethnic tensions can actually increase the (42) they have toward members of other groups, as well as their worries about system-wide biases. Such research points to conclusions likewise indicating, (43), that when children learn about unfairness, they are more likely to value equality and show more positive attitudes and warmth to other people.

[Adapted from an article posted on *fivethirtyeight.com*]

- | | | | | | | | | |
|------|---|---------------|---|------------|---|------------|---|------------|
| (38) | 1 | actors | 2 | directors | 3 | editors | 4 | writers |
| (39) | 1 | accommodation | 2 | beliefs | 3 | curriculum | 4 | values |
| (40) | 1 | complaints | 2 | concerns | 3 | decisions | 4 | judgments |
| (41) | 1 | aspects | 2 | exceptions | 3 | fable | 4 | repetition |
| (42) | 1 | balance | 2 | confusion | 3 | glory | 4 | sympathy |
| (43) | 1 | for example | 2 | for good | 3 | foreseeing | 4 | forgiving |

VI 次の英文 (44) ~ (47) を読み、それぞれの設問について最も適切なものを選択肢 1 ~ 4 から選び、その番号を解答用紙 A (マークシート) の解答欄 ~ にマークしなさい。

(44) Eleanor Roosevelt made the following statement on April 1, 1936: "One of the things that I have been particularly grateful for in the years of the Depression is that we have discovered so many things that we had not known before. One of these things is the areas of the country which are not served in any way by libraries. I have seen photographs, for instance, of girls going out on horseback with libraries strapped on behind them, taking books to children and grown people in places that have been without libraries. We know a good deal about Mary Breckinridge's nursing service for the mountain people of rural Kentucky, but we know very little about the libraries that go out in the same way that her nurses do, on horseback."

[Adapted from a book by Eleanor Roosevelt]

Which of the following is suggested by Roosevelt's speech? The answer is: .

- 1 Led by Mary Breckinridge, girls started donating books to people in remote areas
- 2 Libraries are a source of mental nourishment and should be accessible to all citizens
- 3 Mary Breckinridge's initiative to spread book learning is scarcely known
- 4 Photojournalism was integral to policy-making during the Great Depression

(45) Diffusion of responsibility occurs when people who need to make a decision wait for someone else to act instead. The more people involved, the more likely it is that each person will do nothing, believing someone else from the group will probably respond. Diffusion of responsibility makes people feel less pressure to act because they believe, correctly or incorrectly, that someone else will do so. And, when we don't feel responsible for a situation, we feel less guilty when we do nothing to help. So, in this way, diffusion of responsibility keeps us from paying attention to our own conscience.

[Adapted from an article posted on ethicsunwrapped.utexas.edu]

Based upon the passage, which one of the following would serve as an effective strategy to make people respond independently? The answer is: .

- 1 Enhance peer pressure to make group members take action jointly
- 2 Explicitly appeal to the entire group about the urgent need for a collective response
- 3 Make people believe that group size does not matter and problems are resolved on their own
- 4 Request help from a specific target so the target feels a personal obligation to act

(46) Imports, not exports, are the point of international trade. That is, the benefits of trade should not be valued based on the jobs and incomes created by export industries; those workers could, after all, be doing something else. The gains from trade come, instead, from the useful goods and services other countries provide to your citizens. Thus, running a positive trade balance (i.e., exporting more than you import) is not a “win,” even though economic textbooks usually would have you believe otherwise. If anything, it means that you are giving the world more than you get, receiving nothing but promises of payment in return. Yes, in practice there are exceptions to these statements. Positive trade balances can sometimes help boost a weak economy, and while imports make a nation richer, they may displace and impoverish some workers. However, what is happening to Russia illustrates the truth. Russia’s positive balance of trade is a sign of weakness, not strength; its exports are holding up well despite its exile status, but its economy is being paralyzed by a cutoff of imports.

[Adapted from an article by Paul Krugman posted on *nytimes.com*]

Which one of the following does the passage imply? The answer is: .

- 1 Economists have traditionally seen positive balances of trade as an asset for the economy
- 2 Imports make a country poorer because some of their workers could have made the same goods
- 3 Politicians realize that the jobs and income created by export industries are the core benefit of trade
- 4 Workers are highly limited in the flexibility and incentive they have to change jobs

(47) Alfred P. Slone, a former president of General Motors, said at a meeting of one of the top committees, “Ladies and gentlemen, I take it that we are all in complete agreement on the decision here. I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about.” There are three reasons why dissent is needed. It first safeguards the decision-maker against becoming the prisoner of the organization. Second, disagreement can provide alternatives to a decision. A decision without an alternative is just a desperate gamble. Above all, disagreement is needed to stimulate the imagination. In all matters of true uncertainty, such as those the executive deals with, one needs creative solutions. This means that one needs imagination — a new and different way of perceiving and understanding.

[Adapted from a book by Peter F. Drucker]

The author implies all of the following **EXCEPT**: .

- 1 A decision-making process that disregards counterarguments can be hazardous
- 2 Argumentative attitudes are needed to pursue a decision for the sake of personal gain
- 3 Dialogue and conflicting opinions can lead to constructive decision-making
- 4 Productive and more objective decisions are made by comparing multiple perspectives

VII 次の英文を読み、空所 (a) ~ (e) に入る、文脈の上で最も適した動詞を下記の語群から選び、必要に応じて最も適切な語形に変えて解答欄に記入しなさい。ただし各解答欄に記入する語は動詞一語のみとし、同じ語を二回以上使ってはいけない。同じ語を二回以上使った場合、正解が含まれていてもその正解は得点にならない。

answer	exchange	originate	require	structure
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Public speaking is an essential life skill. The study of public speaking (a) in ancient Athens about 2,500 years ago. Public speaking is the act of performing a speech to a live audience in a well-(b) manner, in order to inform, entertain, and persuade them. There are many elements of public speaking: picking an interesting topic, writing a captivating speech, asking for audience questions, and (c) those queries from them. Public speaking is usually a formal, face-to-face speech to either a single person or group of listeners. Citizens were each (d) to give speeches as part of their civic duties, which included speaking in legislative assembly and sometimes at court to defend themselves as there were no lawyers for the average Athenian. All citizens theoretically would meet in the marketplace and (e) opinions on war, economics, and politics with one another. Thus, good speaking skills were also essential for a prominent social life.

VIII 次の英文を読み、空所 (a) ~ (f) に入る、文脈の上で最も適した名詞を解答欄に記入しなさい。下記の動詞群の最も適切な名詞形のみを使用すること。ただし ~ing 形は使用してはいけない。また、同じ語を二回以上使ってはいけない。同じ語を二回以上使った場合、正解が含まれていてもその正解は得点にならない。

例： allow → allowance

admit	apply	harass	portion	prevail	tolerate
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Despite their high costs, American universities are thriving with many students striving for (a). There are numerous types of universities: public and private; liberal arts and practical training; research and teaching; and many more. It is a varied system, with schools of all shapes, sizes, and purposes. This (b) of all kinds of universities across the country is surprising when we consider the animosity directed toward colleges by many non-college graduates. These individuals, who tend to be unfairly left behind by the system and are often unable to find good jobs, make up a huge (c) of the U.S. population.

Considering these social divides, universities attempt to provide safe and educational environments to encourage (d) with diverse backgrounds to go through the selection process. To this end, universities follow laws that prohibit them from discriminating against students on the basis of particular characteristics. Although the rules vary, they all have the same rationale to protect students of diverse backgrounds and needs. All forms of unlawful force, threats, and sexual (e) are strictly forbidden. Any faculty member or student who violates the terms of this policy is subject to a variety of disciplinary measures — in essence a zero-(f) policy for poor behavior.